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DEPT. COMM. NO. 254

STATE OF HAWAI'I | *KA MOKU'ĀINA O HAWAI'I*
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | *KA 'OIHANA LOIHELU A LAWELAWE LAULĀ*

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | *KE'ENA HO'OLANA 'ENEHANA*

P.O. BOX 119, HONOLULU, HAWAII 96810-0119

ETS 1636

December 30, 2025

The Honorable Governor Josh Green, M.D.

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawai'i 96813

The Honorable Nadine K. Nakamura
Speaker and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawai'i 96813

Aloha Governor Green, Senate President Kouchi, Speaker Nakamura, and Members of the Legislature:

Pursuant to sections 27-43(a)(6) and 27-43(e), Hawai`i Revised Statutes (HRS), the attached annual report is hereby submitted to update you on the status and implementation of the State information technology strategic plan, the activities and programs under the authority of the CIO and the IT Steering Committee, and the expenditures of all moneys received from all sources and deposited into the IT Trust Account and the Shared Services Technology Special Fund.

In 2025, ETS advanced implementation of the State of Hawai'i IT Strategic Plan by operationalizing its seven priorities into statewide governance, departmental planning, and investment decisions. With continued progress in IT consolidation, cybersecurity, data governance, and responsible AI adoption, these efforts demonstrate Hawai'i's sustained commitment to secure, resilient, and efficient government services.

In accordance with Section 93-16, Hawaii Revised Statutes, this report will be posted on the Department of Accounting and General Services website at http://ets.hawaii.gov (see "Reports").

Sincerely,

Keith A. Regan
Comptroller

Christine M. Sakuda
Chief Information Officer

Attachments (1)

State of Hawai‘i

Chief Information Officer Annual Report 2025

Office of Enterprise Technology Services

Ke‘ena Ho‘olana ‘Enehana

Department of Accounting and General Services

Ka ‘Oihana Loihelu a Lawelawe Laulā

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1. CIO'S MESSAGE



Aloha Governor Green, State Senators, and Representatives,

It has been a profound honor to serve as the State of Hawai'i's Chief Information Officer throughout 2025. I am grateful for the trust placed in me by Governor Josh Green and I thank the Legislature for their collaboration and continued support as we work together to strengthen and modernize our state's technology landscape.

This year has been one of meaningful progress, renewed alignment, and strengthened partnership across the State government. I am proud to share the accomplishments of the Office of Enterprise Technology Services (ETS), made possible by the dedication and expertise of our exceptional team. Their work continues to be recognized at the State and national levels, cementing Hawai'i's reputation as a leader in digital innovation, cybersecurity resilience, and public service modernization.

In 2025, we advanced several major initiatives that reinforce our commitment to statewide technology transformation. We submitted the IT Consolidation Plan and continued implementation of the updated State IT Strategic Plan, achieving improved system reliability, and increased standardization across departments. Our Public Digital Service Vision has begun taking shape, guiding a more cohesive and user-centered approach to digital service delivery. Significant strides were also made toward completing statewide service taxonomy and catalog implementation, helping ensure clarity, consistency, and accessibility across government services.

Cybersecurity remained a top priority this year. With data classification standards now adopted by most departments, we focused on strengthening statewide defense capabilities. As a result, we continued to see reductions in security incidents and improved response coordination — critical milestones in safeguarding our residents' information.

These achievements reflect the collective expertise and collaboration of partners across government. I extend my sincere appreciation to Governor Green, the Comptroller, the Department of Accounting and General Services, the Legislature, and all executive departments for their continued guidance and partnership. Our progress is a shared success, built on transparent communication and a commitment to serving the people of Hawai'i.

Looking ahead to 2026, we recognize that challenges remain — particularly in maximizing limited IT resources and meeting the growing demand for secure, reliable, and modern digital services.

However, we remain optimistic. Working in alignment with the Comptroller and the Department of Accounting and General Services (DAGS) leadership, ETS will continue strengthening statewide governance, optimizing resources, and advancing a unified technology ecosystem that supports efficient operations and equitable access for all residents.

With transparency, accountability, and collaboration as our foundation, ETS enters the coming year with renewed purpose. Together, we will continue building a future where technology powers the business of government, enables our workforce, supports our communities, and elevates the quality of life across Hawai‘i.

Mahalo,



Christine Maii Sakuda
Chief Information Officer



The Kalanimoku Building in the Capitol District

2. ABOUT ETS

2.1 Background

2.1.1 Story

Keʻena Hoʻolana ʻEnehana is a Hawaiian phrase used to describe the role of Enterprise Technology Services (ETS). A rough translation of this phrase might be "Technical Support Office," but the symbolism of the words evoke much more.

Lana means buoyant. Lanalana means one kind of lashing, especially tying the ʻama (floater) to the ʻiako (booms) of a canoe. Hoʻolana relates to the concepts of buoyancy, and in particular lashing parts of the canoe together — figuratively, offering a point of launch or inspiration. Taken together, these concepts evoke how ETS uses technology to connect and uplift the government and the people of Hawai'i through digital transformation and innovation.

2.1.2 Vision

Our vision is for the State government that effectively serves the people of Hawaiʻi through efficient business processes and technology innovation, while embracing the spirit of ALOHA.

2.1.3 Mission

With the spirit of ALOHA, our mission is to advance operational excellence of government through trusted partnerships, shared resources, and technology leadership:

- Ensuring critical IT infrastructure and services are reliable and secure; and
- Promoting innovative use of technology and data across the executive branch.

2.1.4 Values

Aligning with HRS §5-7.5, ETS embraces the ALOHA Spirit:

- A is for **Akahai**, meaning kindness to be expressed with tenderness.
- L is for **Lokahi**, meaning unity, to be expressed with harmony.
- O is for **Oluolu**, meaning agreeable, to be expressed with pleasantness.
- H is for **Haahaa**, meaning humility, to be expressed with modesty.
- A is for **Ahonui**, meaning patience, to be expressed with perseverance.

In 1970, the definition of the "Aloha Spirit" was articulated by poet and philosopher Pilahi Paki at a Governor's Conference attended by Hawaiian elders and non-Hawaiian civic leaders to address issues in Hawaiʻi. Pilahi Paki described the Aloha Spirit as the alignment of mind and heart within individuals, embodying traits of charm, warmth, and sincerity found among Hawaiʻi's residents. This definition was officially included in the Hawaiʻi State law in 1986. It is believed that to genuinely practice any of the principles of the Aloha Spirit, one must practice all of them collectively. Therefore, living ALOHA means adhering to all of these principles.

2.1.5 History and Mandate

In 2016, ETS was established via Hawaiʻi Revised Statutes (HRS) §27-43, which effectively brought together two existing departments related to information technology (IT) – one focused on core IT infrastructure and operations for the State (ICSD), and the other focused on enterprise IT strategy and

governance (OIMT). Today, ETS maintains those dual responsibilities, while evolving to provide additional services that enable continuous transformation for the departments that ETS serves.

ETS is composed of nine branches: Production Services, System Services, Technology Support Services, Client Services, Enterprise Systems, Network, Security, Enterprise Architecture, and Program Management. Collectively, these branches provide governance for executive branch IT initiatives and seek to identify, prioritize, and advance innovative initiatives with the greatest potential to increase efficiency, reduce waste, and improve transparency and accountability in the State government. The branches also provide critical support to the State agencies through effective, efficient, coordinated, and cost-beneficial computer and telecommunication services.

ETS is headed by a full-time chief information officer (CIO) to organize, manage, and oversee statewide information technology. The chief information officer is appointed by the governor, and the statute was amended in 2024 via Act 140 to have the CIO report directly to the Director of the Department of Accounting and General Services (DAGS) who also serves as the State Comptroller.

2.1.6 ETS Strategic and Operational Plan

This ETS strategic and operational plan was developed with extensive input from ETS management team, including executive team members, branch chiefs, and other key resources. It was also developed in consideration of and in alignment with other recently published documents including the State IT Strategic Plan for 2025-2029, the IT Consolidation Report Update submitted to the legislature in December 2024, and ETS Goals and Objectives submitted in relation to budget requests in November 2024, among other key artifacts.



Members of the ETS team lead by CIO Christine Sakuda formulate the Strategic and Operational Plan

ETS defined four strategic priorities and initiatives to meet the State's IT needs in the coming years. The strategic priorities are:

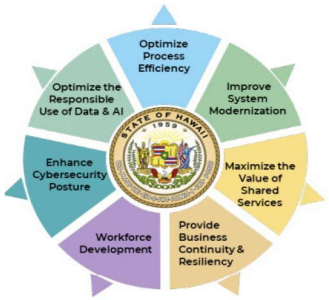
- **Plan and Govern**: Align enterprise IT for optimal efficiency and productivity.

- **Build**: Accelerate modernization programs while minimizing risk.
- **Operate**: Maintain critical infrastructure, systems, and processes.
- **Transform**: Transform ETS to a Service-Oriented Operating Model.

The purpose is to establish ETS' strategic priorities for calendar years 2025-2027 and to introduce key initiatives that support those strategic priorities. Additionally, this document presents an operating model framework, which is used as the lens for discussing ETS' current state, target state, and recommendations for evolution.

2.2 Executive Summary

In 2025, ETS advanced implementation of the State of Hawai'i IT Strategic Plan, adopted in December 2024, which establishes seven priorities: optimizing process efficiency, improving system modernization, maximizing shared services, strengthening business continuity and resiliency, building a modern IT workforce, enhancing cybersecurity, and optimizing the responsible use of data and artificial intelligence (AI). These priorities guide statewide transformation efforts and inform departmental IT planning, governance, and investment decisions.



A major accomplishment in 2025 was the creation of comprehensive departmental IT strategic plans, fulfilling requirements of HRS §27-43. ETS partnered closely with executive branch departments — supported by Gartner-led workshops and use of the LeanIX portfolio management system — to develop "living" IT strategies that now directly link departmental goals, statewide strategic priorities, and IT budget requests. These plans establish a consistent, standards-based foundation for long-term modernization.

System modernization remained a central focus, with ETS providing governance and Independent Verification and Validation (IV&V) oversight on critical statewide projects, including modernization efforts at the Departments of the Attorney General, Commerce and Consumer Affairs, Health, Human Services, Labor, and Transportation. Monthly IV&V reporting continues to strengthen statewide transparency, vendor accountability, and risk management.

Significant progress was made toward maximizing the value of shared services, particularly through IT Consolidation under Acts 179 (2022) and 173 (2024). In 2025, ETS completed the State IT Strategy refresh, advanced statewide service taxonomy and catalog development, improved vendor governance, refined key IT policies, and progressed infrastructure consolidation efforts — including procurement of a new statewide cloud hosting environment. These activities support long-term efficiencies, cost savings, and service improvements.

To improve business continuity and resiliency, ETS continued the multi-year migration of systems from the aging Kalanimoku Data Center to commercial data centers. In parallel, ETS advanced its transformation of the Government Private Cloud (GPC) into a hybrid cloud platform built on Amazon Web Services, enhancing scalability, disaster recovery capabilities, and support for regulated workloads.

Finally, ETS strengthened statewide cybersecurity and advanced data governance through a new State Data Task Force and foundational efforts supporting responsible AI adoption.

Collectively, the initiatives in this report demonstrate Hawai'i's sustained commitment to secure, modern, resilient, and data-driven government services. The Annual Report also summarizes several

reports that are crucial to understanding our current levels of technology investment and data collection, with links to the full reports provided in the appendix.

2.3 Expenditures and Staffing

Pursuant to HRS §27-43(e), the Annual Report shall provide information regarding the expenditures of all money received from all sources and deposited into the IT Trust Account and the Shared Services Technology Special Fund. These key financial figures for FY 2025 are as follows:

The Access Hawai‘i Committee Special Fund (S-25-388)

- Expenditures: $167,540.44
- Revenues: $121,581.70
- Cash Transfer: $172,523.50
- Ending Cash: $126,564.76

The Shared Services Technology Special Funds (S-25-333)

- Expenditures: $2,231,806.48
- Revenues: $90,101.95
- Cash Transfer: $3,367,257.84
- Ending Cash: $1,225,553.31

The total ETS expenditures for 2025 were $50, 245, 049 of which personnel costs were $14,795,767.

2.4 CIO Committees

HRS §27-43 established an Information Technology Steering Committee (ITSC) to work with the CIO in developing the State's information technology standards and policies, including the strategic plan. The ITSC held six meetings in 2025.

IT Steering Committee Members

Name	Affiliation	Appointed By
Christine Sakuda (Chair)	Office of Enterprise Technology Services, State of Hawai‘i	*Ex Officio Member and Chair*
Garret Yoshimi (Vice Chair)	University of Hawai‘i	UH President
Benson Choo	Finance Factors	Senate President
Eugene Chang	IEEE Computer Society – Hawai‘i Chapter	Senate President
Sharon Moriwaki	Hawai‘i State Senate	Senate President
Arnold Kishi	Center for Internet Security, MS-ISAC	Governor
Joel Kumabe	Ohana Pacific Health	Senate President
Miki Hardisty	‘Ōlelo Intelligence	House Speaker
Amy Peckinpaugh	Hawai‘i State Department of Education	DOE Superintendent
Mai Nguyen Van	Hawai‘i State Judiciary	Chief Justice
Greggor Ilagan	House of Representatives	House Speaker
Bill Kumagai	Transform Hawai‘i Government	House Speaker
Marcus Yano	Pacific Impact Zone Solutions	House Speaker

The CIO or designee also serves on the following State statutory committees:

- Access Hawai‘i Committee (Chair)
- Enhanced 911 Board (Member)
- Information Privacy and Security Council (Chair-Chief Information Security Officer Designee)
- Information Technology Steering Committee (Chair)
- IT Consolidation Working Group (Chair)
- Data Sharing and Governance Working Group (Chair)
- Hawai‘i Data Task Force (Chair - Chief Data Officer)



DAGS Employee Day held on November 21, 2025

3. GOALS AND ACCOMPLISHMENTS

The State of Hawai‘i’s current IT Strategic Plan, adopted on December 26, 2024, sets forth seven strategic priorities:



Each of these strategic priorities is discussed in more detail in this report, along with updates on key initiatives that serve to advance the strategic pillars.

3.1 Optimize Process Efficiency

This strategic priority focuses on investing time and resources to optimizing the State’s overall business processes both by strategic planning and by judicious application of information technology. Target outcomes include integrating departmental IT planning and IT budgeting, investing in business process improvement, improving digital services for constituents, and digitizing towards paperless processes.

3.1.1 Departmental IT Strategies

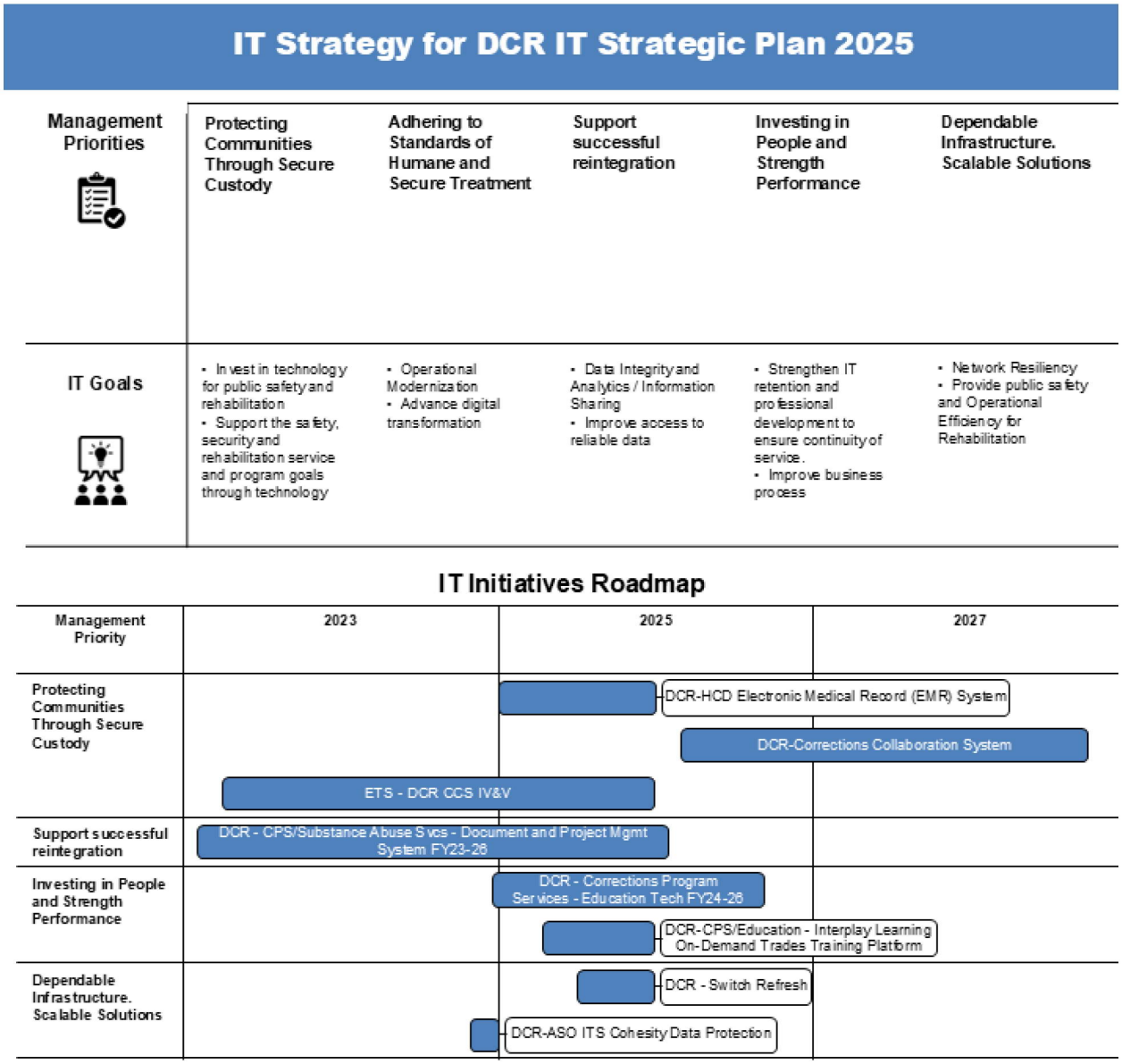
During 2025, as required in Section (4) of HRS§27-43, ETS coordinated a systematic effort to assist each State of Hawai’i Executive Branch department in creating their respective departmental IT strategic plans.

After establishing a charter and a project plan for departmental IT strategies formulation, ETS proceeded to research and collect extensive background information packages for each department in preparation for a “One-Page IT Strategy” workshop in May, led by Gartner. Practically all departments participated in the workshop and were able to establish a draft version of their One-Page IT Strategy and these draft plans formed a solid start for each department for more extensive strategic planning throughout the year.

Finally, all departments established their more comprehensive IT Strategic Plans using the State’s IT portfolio management tool (LeanIX). Utilizing the standards established for IT portfolio management, these department IT Strategic Plans now function as “living departmental IT strategies” by virtue of both Form-A budget requests and IT Spend Requests connecting with departmental IT goals, which in turn connect to both departmental management priorities (business goals) and also to specific strategic IT goals in the State of Hawai’i 2025 IT Strategic Plan.

These living departmental IT strategies now guide departmental IT budgeting and IT spending and they can be at any time automatically rendered as with One-Page IT Strategy PowerPoint presentations or as more comprehensive Department IT Strategic Plan Microsoft Word documents.

As an example, here is the Department of Corrections and Rehabilitation One-Page IT Strategy, rendered on December 26, 2025.



3.1.2 IT Portfolio Management with LeanIX

Portfolio Management Overview

LeanIX serves as the State Executive Branch overall IT portfolio management tool. Portfolio management is the disciplined process of selecting, prioritizing, and overseeing the State's IT investments as a whole so that limited public resources are used that best advance the State's strategic goals and deliver the greatest value for Hawai'i's residents. LeanIX enables a proactive, strategic approach to IT portfolio management, helping the State government increase efficiency, reduce costs, and enhance service delivery across the board.

All significant information systems are inventoried in the LeanIX Application Portfolio, enabling enhanced visibility and transparency into the technical soundness of the State's systems – and identification of the most urgent systems for replacement, modernization, and migration.

Every department must enter all IT Spend Requests over $100,000 in the LeanIX IT Demand Portfolio, thus enabling rationalization and centralization of IT demand and project prioritization, alignment of IT spending to strategic goals, more transparency across agencies, and an enhanced level of IT project risk management.

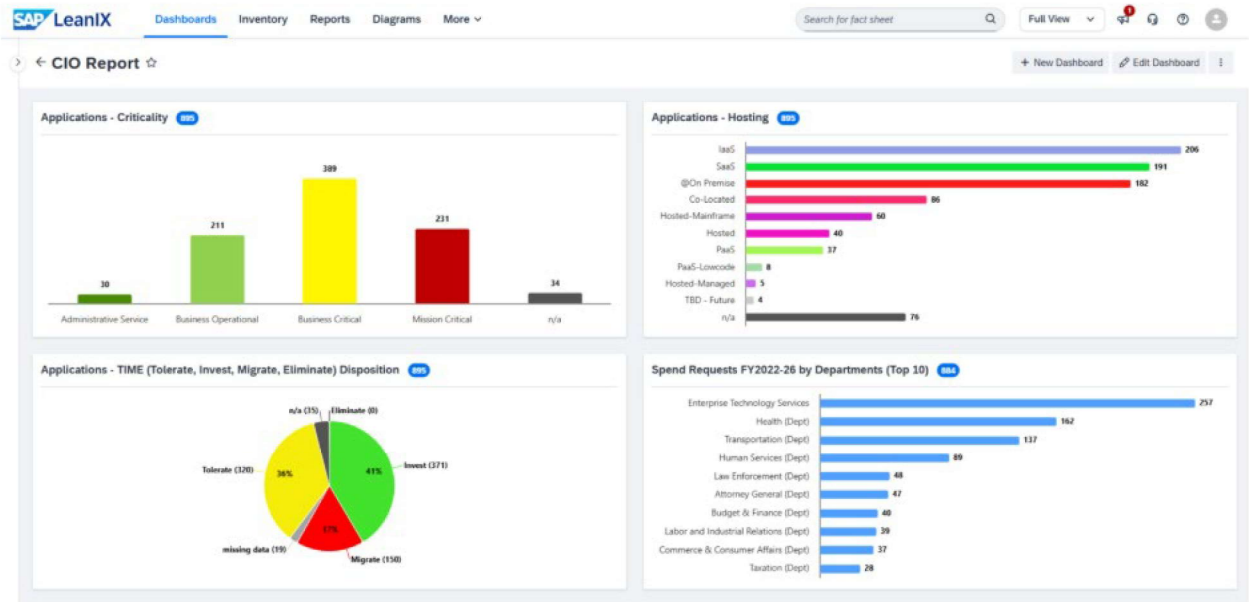


Figure 1 - LeanIX Dashboard

IT Portfolio Management in 2025

In 2025, the ETS Office of IT Governance (ITG) continued to improve the data quality of both the statewide Application Portfolio and the IT Demand Portfolio. The IT portfolio data quality initiative is an ongoing activity between ETS ITG and the departments. The increasing trust in the portfolio data brought on by the ITG-coordinated IT portfolio data quality initiative is invaluable in ongoing statewide strategic planning as well as other planning efforts such as IT Consolidation planning.

ETS ITG coordinated the establishment of Departmental IT Strategies portfolio in LeanIX. Data model and specific fields were streamlined to enable fluent management of departmental IT strategies, consisting of departments' IT Mission and Vision, Business Goals/ Management Priorities, and departmental IT Goals. Finally, these departmental IT Goals are linked to both State of Hawai'i IT Strategy IT Goals for statewide alignment and the department's IT Spend Requests for guiding each department's strategic IT investments.

ETS ITG consolidated the technical implementation of the data warehouse serving the publicly available State of Hawai'i IT Portfolio and Roadmap available at https://ets.Hawai'i.gov/state-of-Hawai'i-it-portfolio-management/. In addition, this same warehouse technology is now used to expand the state-internal IT portfolio financial reporting capabilities using the LeanIX portfolio data.

As part of the Departmental IT Strategies portfolio, ETS also manages the ETS-specific ETS IT Strategic Plan in LeanIX. Going further, ETS established an extensive portfolio of Objectives and Initiatives, and the operational execution of these ETS-specific initiatives are tracked in LeanIX.

To view year-over-year IT portfolio governance metrics, refer to Table 3 in the appendix.

3.1.3 Online Services for Constituents

The State legislature established the Access Hawai‘i Committee (AHC) in 2000 to manage the State digital government portal with the assistance of ETS. The State contracted Tyler Hawai‘i as the Internet Portal Provider.

The portal, online at portal.eHawaii.gov provides information and online government services to the State citizens. Today, the portal includes 161 online services for State and County agencies.

ETS has a Portal Program Manager who provides guidance to AHC relating to strategies for online payment and processing, internet initiatives, electronic document filing, paperless initiatives, and web application development. The Portal Program Manager also monitors the portal provider's activities to ensure compliance with terms and conditions of the portal provider contract, reviews the portal provider's financial reports, evaluates new and existing Statements of Work, fee agreements, priorities, and Service Level Agreements being negotiated between government agencies and portal provider. The Portal Program Manager collaborates with the portal provider and government agencies to promote e-government and increased on-line services that can be easily, conveniently, and securely accessed by the public.



Activities and Accomplishments

The portal program launched fifteen (15) new services and major upgrades in fiscal year 2025. These services include:

- Unemployment Insurance Overpayment Collection Payments – Department of Labor and Industrial Relations
- Judicial District Court Judge Evaluation – Judiciary

- Attorney General Online Auction – Department of the Attorney General
- Hawai‘i Police Department Website Redesign – County of Hawai‘i
- Kauai Commercial Refuse Payments – County of Kauai
- Transient Accommodations Tax Payments – County of Hawai‘i
- Kauai Department of Water Website Redesign – County of Kauai
- Judicial Family Court Judge Evaluation – Judiciary
- Hunter Education and Records Management System (2x) – Department of Land and Natural Resources
- Department of Transportation Online Auction – Department of Transportation
- State Procurement Office Online Auction – Department of Accounting and General Services
- Invest Hawai‘i Website Redesign – Department of Business, Economic Development and Tourism
- myHawaii Single Sign-On Support – Office of Enterprise Technology Services
- Honolulu Legislative Document Access – City and County of Honolulu

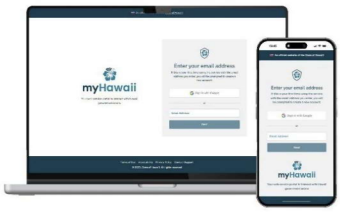
In 2025, Tyler Hawai‘i worked on two (2) no-cost projects. The Judicial District Court Judge Evaluation and Judicial Family Court Judge Evaluation which provides attorneys with convenient and easy methods to complete the evaluation of ten (10) district court judges and fourteen (14) family court judges.

The State portal program earned four awards this fiscal year:

- Hawai‘i Technology Development Corporation (HTDC) Website Redesign – Department of Business, Economic Development and Tourism, HTDC
    - Communicator Awards – Award Distinction
    - Horizon Interactive Awards – GOLD Award
- Hawai‘i Police Department Website Redesign – County of Hawai‘i, Police Department
    - Hermes Awards – GOLD Award
    - Global Excellence Awards – GOLD Award

On April 6, 2025, ETS in collaboration with Tyler Hawai‘i, successfully integrated and launched ninety-six (96) portal services using myHawaii, the ETS-managed Citizen Identity solution for single sign-on. The myHawaii platform provides citizens with a secure and streamlined single sign-on experience for accessing Hawai‘i’s government services online, thereby enhancing efficiency and user experience.

myHawaii



By the Numbers

The eHawai‘i.gov portal program provides 161 online services. In fiscal year 2025, the portal collected $722,370,356 and disbursed $709,011,154 (98% of funds) to the State and County agencies. Portal Provider revenue was $13,359,203 and expenses were $10,078,159, resulting in an operating income of $3,281,044.

3.2 Improve System Modernization

This strategic priority focuses on improving the statewide IT service lifecycle management, managing IT architecture in each department, improving IT vendor delivery, and defining better architecture and technology standards.

3.2.1 Partnership and Governance of Major Information Systems

ETS monitors progress of the State's major IT modernization efforts from ideation to operational services to help departments ensure that systems are properly engineered and ready to meet business requirements. Below is the list of major systems ETS is monitoring and assisting with as of December 2025. Details including timelines for all State of Hawai'i active IT projects related to major information systems can be found on ETS website at https://ets.Hawai'i.gov/state-of-Hawai'i-it-portfolio-management/.

COMPLETED - Operational	Department
HiMod Time & Leave Management	DAGS-Statewide
ERS Financials	B&F-ERS
ERS Benefits Replacement	B&F-ERS
OHA Financials	OHA
Health Benefits Administration System (IV&V)	B&F-EUTF
Behavioral Health Inspire (IV&V)	DOH
DOE Financial Management System	DOE
Disability Compensation (IV&V)	DLIR
Case & Document Management System (CDMS) (IV&V)	DCCA-PUC
RECENTLY COMPLETED – Operational (Developing Additional Phases)	**Department**
Harbor Master Information System	DOT-HAR
E-Procurement System	DAGS-SPO
Immunization Registry	DOH
Safety Analytics System	DOT-HWY
IN PROGRESS - Developing	**Department**
Benefits Eligibility System (IV&V)	DHS
DOT-HWY Financial Management System (IV&V)	DOT-HWY
BRIMS Business Registration Modernization (IV&V)	DCCA
KEIKI Child Support Enforcement Re-platform (IV&V)	ATG
Medicaid Health Analytics Program (IV&V)	DHS
Vital Records Management Information System	DOH
Child Welfare Information System (IV&V)	DHS
Unemployment Insurance Re-procurement (IV&V)	DLIR
Electronic Medical Record System (IV&V)	DCR
STARTING FY 2026	**Department**
Corrections Management (IV&V)	DCR

Statewide Enterprise Financial System (IV&V)	DAGS-Statewide
Budget Management System	B&F
State Employee 24/7 Safety Monitoring Application	DLE
Other Major Modernizations Completed Since 2015	
Microsoft Office365 - Including Office, SharePoint, OneNote, Teams	ETS, Executive Branch Wide
Adobe Sign	ETS, Executive Branch Wide
Microsoft Azure Active Directory	ETS, Executive Branch Wide
Mainframe as a Service (MFaaS)	ETS, DLIR, DHS, DAGS, DOT, DAGS
Access Hawai'i Committee Portal Infrastructure	ETS, Executive Branch Wide
Cybersecurity Endpoint Detection and Response	ETS, Executive Branch Wide
Tax Modernization	DOTAX
KOLEA Medicaid System	DHS
PVL Ho'ala License Management System	DCCA
HiMod Human Resources & Payroll	DAGS/DHRD

3.2.2 Independent Verification and Validation Reports (IV&V)

In accordance with §27-43.6, Independent Verification and Validation (IV&V) reports for designated major information technology (IT) projects are submitted to the Legislature and made publicly available on the ETS website.

IV&V is a nationally recognized best practice that provides an objective, third-party assessment of a project's performance, risks, and alignment with contractual and statutory requirements. The IV&V process evaluates whether a system is being developed in accordance with customer needs, industry standards, and sound engineering principles.

Key IV&V activities include:

Monitoring	Monitoring project scope, schedule, budget, and quality
Identifying and escalating	Identifying and escalating risks and issues early
Assessing	Assessing vendor performance and deliverable quality
Recommending	Recommending corrective actions to improve outcomes
Verifying	Verifying that the system meets both functional and non-functional requirements

These reports are submitted monthly and serve as a critical tool for promoting transparency, accountability, and successful delivery of high-impact IT initiatives across the State of Hawai'i.

In 2025, ETS provided IV&V oversight over the following projects:

Department / Division / Branch	Modernization Project
Department of the Attorney General Child Support Enforcement Agency	KEIKI Re-platform Off Mainframe Project
Department of Commerce and Consumer Affairs	Business Registration Modernization Project
Department of Health, Behavioral Health Administration Alcohol and Drug Abuse Division	Inspire-Plus Case Management Solution Project
Department of Health's Behavioral Health Administration	Integrated Case Management System
Department of Human Services' Child Welfare Services Branch	HI-THRIVE Modernization Project
Department of Human Services Benefit, Employment and Support Services Division (BESSD)	BES Systems Modernization Project
Department of Labor and Industrial Relations Unemployment Insurance Division	Unemployment Insurance Modernization Project
Department of Transportation	Financial Management Systems Project

3.3 Maximize the Value of Shared Services

This strategic pillar focuses on optimizing and investing in the State's shared IT services and solutions to deliver essential statewide shared business capabilities. Target outcomes include improving statewide IT services, establishing a collaborative statewide shared service strategy, developing a cost-sharing approach for shared IT services, and enabling an optimized ERP system.

3.3.1 IT Consolidation

IT Consolidation under Act 179, Session Laws of Hawai`i 2022 (SLH), and its amendment Act 173, SLH 2024, represents a critical initiative to improve efficiency, security, and effectiveness of the State's IT operations. The consolidation aims to gain economies of scale, enhance service delivery, and ensure compliance with growing regulatory requirements for accessibility, information storage, data sharing, and security.

This initiative directly supports the State IT Strategic Plan's goals of optimizing IT resources, standardizing processes, and improving service delivery while reducing costs. The effort focuses on phased consolidation of selected executive branch IT services to create a more coordinated and efficient IT environment.

In 2025, progress was made across several areas including:

- Approval of the IT Consolidation Report by the IT Consolidation Working Group on December 15, 2025;
- Completed State IT Strategy refresh;
- Drafted new Public Digital Service Vision;
- Advanced state-wide service taxonomy and catalog implementation;
- Made progress on selected departments' IT strategies development;
- Established the State Data Task Force and adopted the State data governance framework;

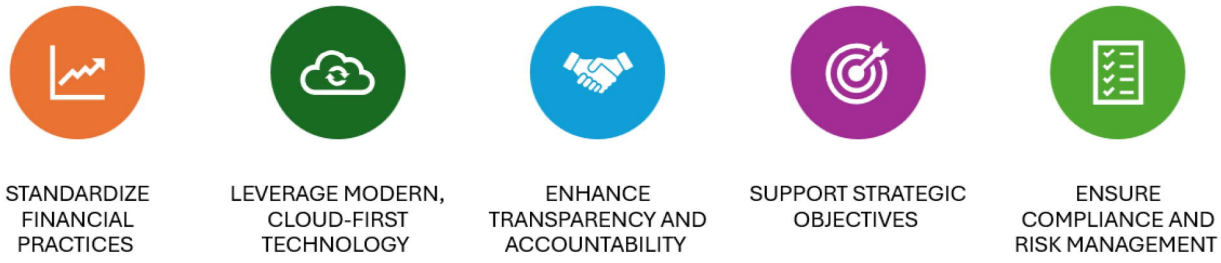
- Advanced IV&V vendor governance including standardized reporting, and vendor evaluation and procurement;
- Further refined polices and guidance for key IT processes, such as large-scale enterprise systems procurement;
- Progressed on shared services implementation (e.g. IT security services) and infrastructure consolidation (e.g. procurement of a new State cloud hosting environment); and
- Conducted in-depth evaluation of integrated enterprise IT governance and management tools for ETS and for the departments to share, in anticipation of piloting and wider implementation at the State level.

The IT consolidation effort continues to evolve with emerging technologies and changing needs. The addition of Act 173 requirements has expanded the scope to include critical systems analysis and data center resiliency. New funding will be analyzed in FY 2027 to support essential infrastructure modernization, enhancement of citizen-facing digital services, implementation of robust security measures, and development of our IT workforce. These investments aim to generate substantial annual savings when fully implemented, while reducing the need for increasing the State IT employee headcount.

3.3.2 Enterprise Financial System (EFS)

The State's existing financial management system (FMS), which has been in use for more than fifty (50) years, needs modernization to keep pace with the evolving demands of State governance and public accountability. In addition to a modernized financial management system, the State will be investing significant resources into reengineering its business processes to improve efficiency and reduce waste. As part of this project, the State is conducting a comprehensive solicitation process to procure an offeror capable of delivering a robust, cloud-first Enterprise Financial System (EFS) that will support the State's complex financial operations, improve the efficiency of financial processes, and enable data-driven decision-making across all departments.

The successful EFS solution will:



The State's initiative to replace its existing FMS is strategically aligned with a broader vision of improving operational efficiency, enhancing service delivery, and ensuring robust financial governance.

The goals of this modernization effort include:



With the support of the Office of Enterprise Technology Services, the Department of Accounting and General Services developed a comprehensive new Request for Proposals (RFP) for the EFS.

The State hired the consulting firm Gartner to assist in the development of this new RFP. Spire Hawai‘i LLP was also engaged to ensure the requirements specifically related to contemporary accounting practices were accurately documented and incorporated into the solicitation.

Taking a more functionally led approach than previous FMS modernization attempts, the team held more than 125 meetings with various executive branch departments and agencies to ensure the range of organizational business needs would be addressed by the new financial system. This outreach and involvement of functional leads in the development of an enterprise-wide system is a marked improvement over earlier efforts and the feedback from participants has been overwhelmingly positive.

In addition to these functional meetings, the updated RFP underwent vetting by more than 120 state employees with direct knowledge of our accounting and financial business requirements.

At the time of writing this report, the RFP was published and multiple offers were received from software and system implementation vendors. The EFS evaluation committee is in the process of reviewing the offers and are preparing for a series of in-person demonstrations by the priority-listed offerors. These demonstrations are expected to be held in early Q3 FY 2026. The EFS project team anticipates making an award to the responsible offeror whose proposal is determined to be the most advantageous to the State no later than Q4 FY 2026. An executed contract and project kickoff is anticipated to be in place before the end of Q2 FY2027.

3.3.3 Providing Technical Support for ERP Systems

ETS provides both technical and functional support for the Hawai‘i Information Portal (HIP) Enterprise System which includes support for Central Payroll (CP), Human Resources (DHRD and all non-executive branches), and Time & Leave applications (T&L).

ETS also provides data application security support for all department users and applications within HIP which includes department level security, custom security maintenance, and single sign-on support linking multiple Active Directory environments.

Enterprise Systems Branch, in partnership with DAGS and DHRD, started upgrading HIP to the latest PUM 51 application and People Tools release which is slated to be released in Q1 FY 2026. This will deliver strategic and operational benefits that directly support long-term efficiency and regulatory compliance.

3.3.4 Enterprise Agreement with Microsoft for Productivity and Collaboration Tools

ETS continues to manage the Microsoft 365 Enterprise Agreement Subscription and provides its features and functions to Executive Branch departments. Through this agreement, the State benefits from a unified suite of cloud productivity, communication, security, and data governance tools that strengthen digital services and support statewide modernization priorities. The State transitioned to the Microsoft G5 license several years ago which has accelerated the State's ability to improve communication, enhance cybersecurity, and advance data driven decision making.

Transforming State Operations with Microsoft G5

The adoption of Microsoft G5 has enabled the State to continue modernizing its digital operations across multiple domains. With upgraded capabilities in communication, security, data lifecycle management, and analytics, G5 supports a comprehensive platform for efficient and responsive government services. ETS continues to work with departments to identify business cases for leveraging the advanced tools available through the G5 license and is executing a phased deployment strategy to ensure smooth adoption.

Modernizing Communication with Teams Phone

Teams Phone remains one of the most impactful components of the State's modernization journey. The move from traditional telephone systems to the cloud-based Teams Phone solution has significantly improved mobility, increased resiliency during emergency disasters, and reduced dependency on aging physical infrastructure. This cloud-based telephony platform also supports business continuity and remote work, giving agencies a flexible and scalable communication tool that integrates directly with Microsoft Teams.

Over the past year, ETS supported the migration of more than 1,400 employees to Teams Phone, with additional agencywide migrations planned.



APPROXIMATELY 650 USERS MIGRATED TO TEAMS CALLING



1,471 ACTIVE USERS



1,460 PORTED NUMBERS ACROSS MULTIPLE DEPARTMENTS

Significant progress included full migration plans from DAGS, major adoption by AG-Legal (~200 users), and ongoing efforts with DHS (250 users) and DLNR (20 users), while DOH holds 448 unused calling plans indicating future growth. Additional departments such as DLIR, DBEDT, and

DOTAX have resumed or initiated porting activities, positioning the State for continued expansion of Teams Calling services.

As departments adopt Teams Phone, they experience reliable calling, easier device management, and simplified communication workflows that create a more connected and agile workforce.

Advancing Data Analytics with Power BI

Power BI continues to provide agencies with a powerful platform for creating real time dashboards, visualizing program performance, and supporting data driven decision making. Departments are increasingly adopting Power BI as their primary analytics tool, enabling improved transparency, more timely insights, and stronger accountability.

AI Governance and Copilot Integration

AI readiness and governance have become critical statewide priorities. Microsoft G5 provides a secure and governed foundation for the responsible adoption of AI tools, including Microsoft Copilot. ETS developed a strategic implementation plan for G5 and Copilot to ensure that AI capabilities are deployed in a safe, practical, and compliant manner.

Over the past year, ETS:

- Provided departments with detailed AI readiness guidance, including content access reviews and sensitive file analysis;
- Updated baseline sensitivity labels and created new labels to restrict Copilot access to confidential information;
- Delivered Copilot training sessions for end users, program leaders, and IT administrators; and
- Supported agencies in creating Copilot Studio environments to develop AI powered chatbots that enhance public services and internal workflows.

These actions help ensure that the State can embrace the benefits of AI while maintaining strong safeguards for data security and ethical use.

Optimizing Data Lifecycle Management

Microsoft G5 has strengthened the State's data lifecycle management with improved tools for classification, retention, archiving, and compliance. ETS refined data retention policies in alignment with the State Archives requirements and developed approaches for auto labeling to support more consistent and automated data governance. SharePoint Advanced Management was implemented to improve centralized oversight of access, data sharing, and site governance across departments.

ETS also enabled agencies with premium eDiscovery capabilities that allow for advanced data filtering, redaction, and tagging. These capabilities streamline legal processes, improve audit readiness, and ensure that sensitive information is properly managed.

Strengthening Security and Compliance with the Microsoft Defender Suite

The State continues to enhance its cybersecurity posture through the advanced security capabilities included in Microsoft G5. The Defender suite provides protection across identities, endpoints, cloud applications, and email, helping departments mitigate sophisticated cyber threats and improve real time threat detection and response. The integrated nature of the Defender suite supports a Zero Trust approach while reducing the need for multiple standalone tools.

The combination of Defender, Purview, and other G5 features provides an enterprise-wide security and compliance foundation that protects citizen data, reduces administrative burden, and ensures alignment with the Federal and State requirements for data protection.

The second year of the Microsoft G5 implementation marks significant progress in strengthening the State's digital foundation. The migration to Teams Phone is improving communication resilience and enabling modern mobility, AI governance is preparing the State for responsible AI adoption, and enhanced security and data governance tools support a stronger statewide cybersecurity posture.

Through continued collaboration with departments and strategic use of the G5 platform, ETS is advancing a more secure, efficient, and connected government for the people of Hawai'i.

3.3.5 Enterprise Agreement with Adobe for Electronic Signature and Digital Document Workflow

ETS continues to provide statewide management and administration of the electronic signature platform using Adobe Acrobat Sign, supporting broad adoption across the executive, legislative, and judicial branches of government. Through the Adobe Enterprise Term License Agreement (ETLA), ETS also administers software licensing for Adobe Acrobat, Adobe Document Cloud, and the full suite of Creative Cloud applications. These tools enable agencies to modernize document workflows and improve service delivery to constituents.

Adobe Sign remains a core part of the State's digital transformation efforts, offering employees the ability to send, sign, and manage documents electronically without the need for printing, scanning, or physical routing. By reducing paper-based processes and accelerating signature cycles, the platform enhances operational efficiency, supports timely delivery of services, and enables employees to maintain productivity whether working in an office or remote setting. Because Adobe Sign is cloud based, workers have secure access from any web browser with an internet connection, ensuring resilient continuity of operations during emergencies or other events that limit physical access to workplaces.

Strategic Alignment: Maximize the Value of Shared Services

The State's investment in the Adobe ETLA advances the State IT Strategic Plan by maximizing the value of centralized shared services. ETS continues to support agencies by expanding digital workflows that rely on electronic signatures, promoting consistent use of enterprise tools, and reducing duplicate procurement efforts across departments. The shared Adobe Sign and Document Cloud platforms provide a standardized, secure, and cost-effective foundation for digital document processing statewide.

Key Updates for 2025

This year, ETS successfully renewed the multi-year Adobe ETLA contract for the State of Hawai'i. The agreement continues to provide the statewide Adobe Sign service along with licensing for Adobe Document Cloud and Creative Cloud products. The ETLA supports the Executive Branch, including the Department of Education and various autonomous agencies, as well as the Legislative and Judicial Branches.

ETS completed the migration of the remaining Adobe Sign environments to the new platform, improving security, performance, and workflow management capabilities across the State. ETS also launched a statewide pilot of the Adobe Acrobat AI Assistant, giving departments optional access to AI enabled document tools that enhance productivity through automated summarization, search, and content generation. Departments can opt in to expand their use of these capabilities through the Acrobat AI Assistant add on now available through ETS.

The ETS team coordinated with stakeholders and the Adobe technical team to perform the migration of roughly 3,500 user accounts to the updated Adobe Sign platform.

Throughout the year, ETS continued to enhance the functionality of the eSign service and provide periodic training to departmental administrators and users. ETS also maintained the reimbursement model implemented in prior years, ensuring that Adobe licensing costs are allocated equitably across departments while allowing ETS to continue centrally funding the Adobe Sign platform and a portion of Acrobat usage as a shared service.

In 2025, Adobe Sign and the broader Adobe ecosystem remain essential components of the State's digital workflow modernization efforts, supporting faster, more secure, and more accessible government services for Hawai'i's employees and residents.

3.3.6 Enterprise Agreement with ESRI for Geographic Information System (GIS)

ETS manages and oversees the ESRI Enterprise Agreement (EA) for GIS software and applications. GIS software usage has evolved to become incorporated into core business function for the State. GIS has also become a key aspect of how data is organized and shared, as more and more State departments realize the benefits and value of managing their data through configurations of our software. During the span of the last EA, we have seen continued growth in the adoption of ArcGIS Desktop and Enterprise deployments, in addition to the State agencies needing access to ArcGIS Online named users and other Software-as-a-Service (SaaS) offerings.

Currently, over twenty (20) departments, agencies, and divisions use the EA to access ESRI 's ArcGIS platform products. The following are key accomplishments in 2025:

- Finalization of the Statewide Esri enterprise software agreement, which enables department-wide use of critical Esri software and system components;
- Development of license management and governance plan; and
- Expanded deployment of critical business and citizen services apps for emergency management, law, health and housing, and data dashboards for HIEMA, DOH, Office of the Governor, and HCDA.

There has been growth in user adoption and organizational use of the EA throughout the Executive Branch every year since its inception.

3.4 Provide Business Continuity and Resiliency

This strategic pillar focuses on identifying and mitigating risks related to end-of-life legacy applications, continuity risks to paper/non-digital processes, resiliency risks related to Internet connectivity, and risks to recovery efforts.

3.4.1 Kalanimoku Data Center Migration Efforts

ETS has been working with executive branch departments over the past several years to incrementally transition computer systems and services from the State Data Center in the basement of the Kalanimoku Building to commercial data centers to achieve a higher level of security, electricity cost savings, and more reliable and flexible services.

Beginning in 2022, legacy mainframe computer applications transferred from physical equipment to a cloud-based "Mainframe as a Service" provider using state-of-the-art data centers in Omaha, Nebraska. With that change, the State no longer owns mainframe computer hardware.

Concerns in the aging data center include power failures, cooling equipment, and flooding in the basement location. The few remaining computer systems, communication networks, and high-volume printing services will similarly migrate out of the Kalanimoku data center with complete decommissioning expected by 2026.

Key Updates for 2025

- Conducted a mainframe Disaster Recovery (DR) exercise focused on database recovery with various Executive Departments, multiple Independent Software Vendors (ISV) and technical supporting consultants.
- Completed encrypting the mainframe database for the Department of Human Services (DHS) Child Protective Service System (CPSS) division, which is used for managing child welfare cases.
- Physically installed a smaller Uninterruptible Power Supply (UPS) unit to replace two End of Life (EOL) units.
- Installed a temporary power breaker panel in the main datacenter to replace EOL power panels to facilitate migration to the new UPS as soon as the City approved the permit.
- Documented all subfloor power feeds in the main datacenter to the appropriate power panels to facilitate migration to the new UPS.
- Documented all physical data connections from end to end in the main datacenter to facilitate hardware migration to an alternate location.
- Commenced a POC project to assess migration of our mainframe printing operations from our Kalanimoku datacenter to an on-island vendor.
- Relocated DLIR's physical network cabinet from the main datacenter to another location more suitable for network components where the environmental infrastructure has been upgraded.
- The State Archives division has relocated their physical hardware to an on island hosted provider thus reducing their footprint in Kalanimoku datacenter.
- The Attorney General's Hawai'i Criminal Justice Datacenter (HCJDC) has relocated their FBI and DIT data circuits from the NCIC room in the Kalanimoku datacenter thus reducing their physical footprint.
- Completed a mainframe access application upgrade referred to as Host on Demand (HOD) that encompasses hundreds of users across all Executive departments.

Three departments, DCCA, DAGS Archives and ATG Hawai‘i Criminal Justice Datacenter, continue to use the IBM AIX Power system and ETS is working on retiring the leased equipment by the end of June 2026. The NCIC room continues to house physical servers and switches for law enforcement agencies. The Attorney General's IT department expects to complete removal of all hardware from the NCIC room by the end of February 2026. DCCA expects to be off the AIX power system by April 2026.

For the printers, ETS is working to migrate the print services to a non-flood on island location.

See Table 2 in the appendix to see the declining amount of paper used for print services.

3.4.2 Proof of Concept (POC) to Build Out AWS Landing Zone (Public Cloud)

The Government Private Cloud (GPC) continues to serve as the State's central platform for hosting departmental applications in a secure and managed environment. Historically, the GPC has been powered by state-owned physical infrastructure across three on-island sites: the Kalanimoku Building, the University of Hawai‘i, and DRFortress. While this model has supported critical systems for more than a decade, the underlying hardware has reached end of life, and the cost and complexity of future hardware refresh cycles are no longer sustainable. To address these challenges, ETS is transitioning the GPC to a modern hybrid cloud model built on Amazon Web Services (AWS).

This strategic shift reduces dependence on aging physical infrastructure and moves the State toward a scalable, flexible, and resilient public cloud platform.

By leveraging cloud-based infrastructure as a service, ETS can expand capacity on demand, reduce operational risk, and ensure the GPC remains a forward-looking solution that aligns with statewide modernization goals.

The hybrid cloud expansion enables several key benefits:

- **Enhanced disaster recovery**: Off-island failover capabilities improve resiliency for critical workloads and ensure continuity during emergencies.
- **Reduced physical footprint**: Migrating production and test servers to the public cloud decreases reliance on on-island hardware while taking advantage of managed platform services.
- **Scalability**: Cloud based resources allow the State to quickly scale workloads as agency needs evolve.
- **Workload mobility**: Applications and virtual machines can move more easily across on-premises and cloud environments for optimization or disaster recovery.
- **Support for regulated workloads**: The architecture enables hosting of mission-critical applications requiring certifications such as FedRAMP, IRS 1075, CJIS, and CMS.

The transition also creates opportunities for upskilling IT staff by shifting time away from hardware maintenance and toward higher-value work such as automation, cloud governance, security, and service level management. As the GPC evolves, ETS remains focused on providing secure, efficient, and modern infrastructure services for the State of Hawai‘i.

In 2024, ETS partnered with a cloud integrator to assess the existing GPC environment, analyze more than 500 servers, and evaluate cloud readiness. This work produced a detailed set of right sizing

recommendations, licensing guidance, and cost modeling to inform the migration strategy. A proof of concept followed, allowing ETS to design and pilot core cloud components and migrate selected applications to validate performance, scalability, and compliance in a public cloud environment. The POC included discovery, planning, cloud environment buildout, test migrations, and a formal handoff to ETS staff, while identifying additional integration steps needed for a fully production ready environment.

In 2025, ETS continued collaborating with its cloud partner to refine and harden the new AWS based GPC environment. Significant progress was made on networking, security architecture, and account structure. Application owner interviews with agency customers are underway to collect detailed server information, map dependencies, and identify appropriate migration groupings. Foundational shared services such as domain controllers and inspection firewalls are being implemented to support production readiness. Work is also progressing to establish AWS Direct Connect to the on-island Local Zone to ensure low latency and secure connectivity for sensitive workloads.

With design, planning, and environment buildout nearing completion, production server migrations are scheduled to begin in late 2025 and continue through June 2026. These migrations will be supported by rigorous testing to ensure performance, security, and reliability standards are met before workloads are fully transitioned.

3.4.3 Hawai‘i Wireless Interoperability Network (HiWIN)

ETS manages the Hawai‘i Wireless Interoperability Network (HIWIN) supporting more than 6,000 radios and operates across 44 Land Mobile Radio (LMR) sites, with an additional eight sites dedicated to microwave backhaul, totaling 52 locations statewide. HIWIN is a critical communication network utilized by the State agencies, federal partners, county responders, EMS, and all major airports. It ensures seamless coordination and interoperability for police, fire, EMS, lifeguards, and other first responders throughout Hawai‘i.

HIWIN’s primary focus is to enable seamless, reliable, and secure communications across various government and emergency response agencies, fostering rapid coordination in both daily operations and times of crisis. With Hawai‘i’s geographical isolation and unique vulnerability to natural disasters — such as hurricanes, tsunamis, and volcanic activity — effective and robust communication systems are indispensable.

For ETS, HIWIN aligns with the commitment to modernize Hawai‘i's IT infrastructure and ensure continuity in government operations through technology-enabled solutions.

Primary Goals, Objectives, and Key Outcomes:

- **Ensure Communication Resilience**: Establish resilient, secure, and interoperable communication systems that support mission-critical functions across state, county and federal public safety agencies.
- **Enhance Interagency Coordination**: Provide a shared platform for efficient communication between agencies such as law enforcement, fire, EMS, and other first responders, optimizing response times and enhancing public safety outcomes.
- **Support Technological Advancement**: Integrate emerging technologies to increase coverage, reliability, and ease of access for users, ensuring HIWIN remains adaptable to future needs.
- **Alignment with the State IT Strategic Plan**: HIWIN aligns closely with the State IT Strategic Plan by advancing the goals of infrastructure modernization, interoperability, and

resilience. By facilitating a secure, unified communication network, HIWIN supports statewide initiatives that drive digital transformation in public safety and government operations, ensuring that Hawai‘i’s IT systems are both sustainable and prepared to meet the demands of modern public service.

Beginning in 2024, HIWIN achieved major upgrades to increase capacity and resilience, including transitioning ten (10) sites from legacy Frequency Division Multiple Access (FDMA) to Time Division Multiple Access (TDMA) to better serve Hawai‘i’s public safety needs.

Significant advancements were made in upgrading and modernizing HIWIN to ensure its readiness for modern communication demands and its resilience in critical situations.

Multiple layers of redundancy were added to HIWIN to fortify the network's reliability. This included implementing both cellular and Starlink connectivity options across several sites, providing failover capabilities that ensure continuity even if primary communication pathways are disrupted.

Several HIWIN sites received upgraded IP data routers to enhance connectivity and integration with State IT systems.

3.4.4 Next Generation Network

Next Generation Network (NGN) began in the early 2000’s to support the use of multimedia agency applications, like video, by State agencies. Today, NGN is a fully connected and integrated statewide network.

NGN provides communications capacity to the State agencies enabling them to deliver services to the public and on-demand communication between the State agencies.

The key factor that enabled NGN to be implemented statewide is the Institutional Network (INET) provision division of the Department of Commerce and Consumer Affairs. Through the INET provision the State has been able to procure fiber optic connections from cable TV companies, at their cost, to create the desired bandwidth with state-provided communication (network) equipment at the ends of the fiber optic cabling and manage the bandwidth through the State network management systems.

ETS has the responsibility of ensuring that the communication (network) equipment is updated and compliant with the manufacturers’ requirements. Much of the NGN’s communication (network) equipment is reaching “end of life (EOL)” status. Once the equipment reached EOL status, the manufacturer drops support of it.

Accordingly, much of ETS’s activities related to NGN in 2025 has continued to center around the replacement of equipment that have reached EOL or soon will. Some replacements are done for upgrades to newer models with more capability.

Each replacement effort is a project that requires considerable work and staff resources. Preparation of the replacement equipment includes configuration programming and testing. Equipment replacement often requires downtime for a portion of the network so scheduling with the staff where the equipment is located, and all other State agencies’ offices that will be impacted by the downtime is critical. Often, replacement work is scheduled outside of business hours to minimize the impact.

3.4.5 Enterprise Notification System using Alert Media

ETS manages the statewide Enterprise Notification System (ENS), powered by 10,000 Alert Media licenses, to support rapid and reliable communication for Executive Branch agencies. The ENS provides mass notification capabilities through voice calls, text messages, email, and mobile app push notifications. Messages can be targeted to organizational groups, geographic areas, or other defined categories, and the platform also allows users to submit requests for assistance when needed. The system is currently deployed across 11 agencies, with continued progress in onboarding additional departments.

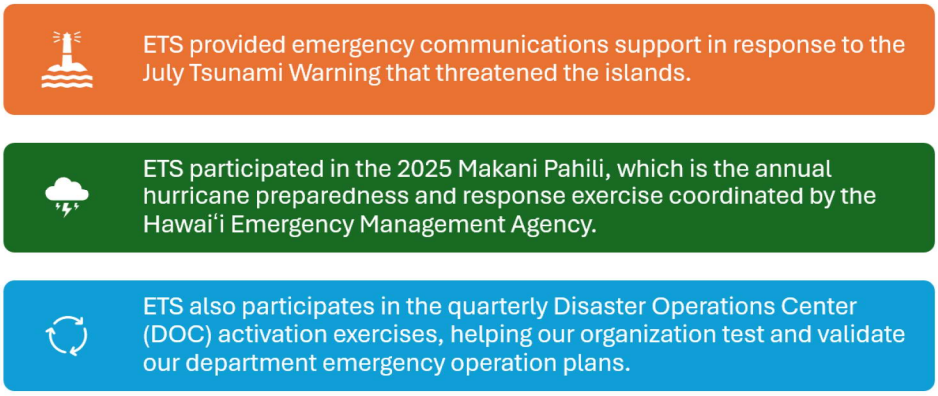
In 2025, ETS supported the onboarding of one (1) new agency and provided training to ensure effective and consistent use of the platform. Adoption continues to grow as more departments incorporate the ENS into their Primary, Alternate, Contingency, Emergency (PACE) communication matrices, strengthening emergency management readiness across the State.

3.4.6 Emergency Operations

ETS continues to provide 24/7 IT and telecommunications staffing support for the State Emergency Operations Center (SEOC) at Diamond Head. Staff monitor the operational status of statewide communications networks, assist in expanding the State telework and teleconferencing capabilities, and provision Internet broadband and other critical IT services during emergency activations.

As the lead agency for State Emergency Support Function (SESF) #2 – Communications, ETS is responsible for supporting the restoration of communications infrastructure and providing statewide emergency communications capabilities whenever the SEOC is activated. SESF #2 ensures that the State agencies can maintain continuity of operations and coordinate effectively during incidents.

Emergency Operations in 2025



ETS also manages the Hawai'i Wireless Interoperability Network (HIWIN), a statewide land mobile radio system that supports the State government first responders and agencies. HIWIN provides interoperable communications between the State emergency personnel and county first responder networks, enabling coordinated response across jurisdictions. The system is built to public safety standards and engineered to withstand major disasters, including hurricanes up to Category 4.

3.4.7 Shared Services Help Desk

The ETS Service Desk serves as the central hub for IT support of ETS shared services across all executive branch departments. It provides comprehensive technical assistance to the State agencies and users, helping ensure continuity of operations, timely resolution of IT issues, and consistent

access to statewide information systems. The Service Desk supports a broad range of service areas, including Accounts and Access, Business Applications, Cyber Security Services, Data Management, Desktop and Mobile Devices, Document and File Management, Enterprise Applications, Network and Connectivity, Productivity and Collaboration, Service Hosting and Storage, and Website Services.

In 2025, ETS continued to strengthen its IT Service Management capabilities to improve customer satisfaction, reduce ticket resolution times, and expand communication and awareness of available shared services. The Service Desk remains a critical component of statewide IT operations, managing incidents, service requests, and end-to-end problem resolution for approximately 12,000 State employees.

To support the increasing demand for shared IT services, ETS is expanding staffing within the Service Desk. Recruitment is underway for a dedicated Service Desk Manager and an additional Help Desk Specialist, both approved during the 2024 Legislative Session. These new positions will enhance overall service delivery, improve operational oversight, and provide added capacity to address the growing volume and complexity of service tickets.

Throughout 2025, ETS was focused on advancing process improvements and maturing the Service Desk platform.

Key priorities included expanding the Service Catalog to provide clearer descriptions of services, responsibilities, and exclusions; improving customer access to information through a more robust and searchable knowledge base; and enhancing documentation to ensure accuracy and consistency across all service areas.

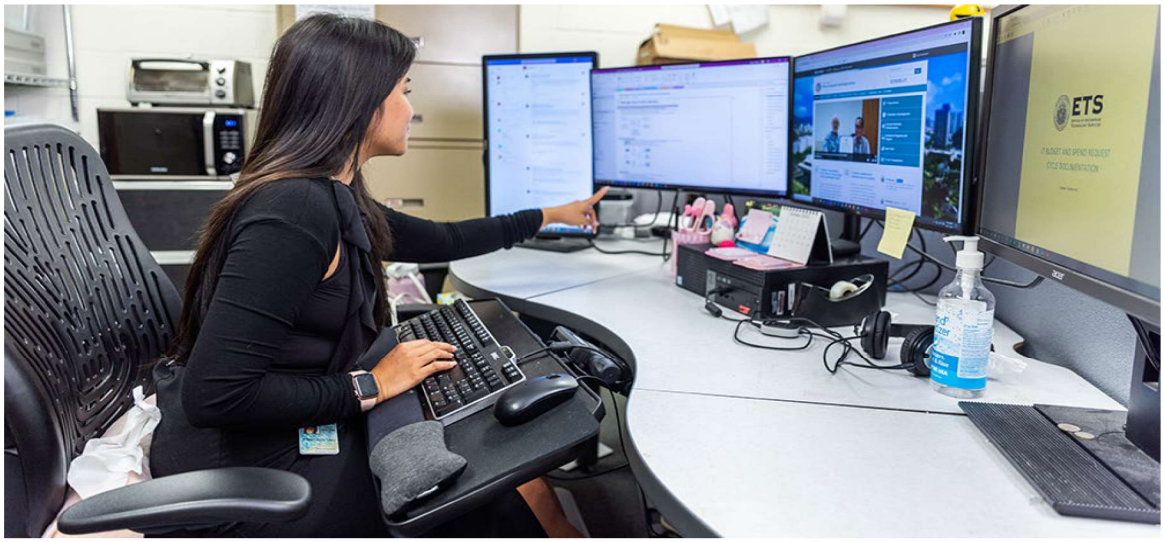
ETS also continued to develop automated workflows, alerts, and integrations with other IT systems to improve triage, monitoring, and the overall management of statewide IT operations.

Additionally, ETS is developing a comprehensive employee onboarding and offboarding workflow within the Service Desk platform, designed to streamline account provisioning, access management, and required service requests across agencies. ETS is also expanding automated alerts and monitoring from various systems to support more proactive issue detection and faster service restoration.

In 2025, the Service Desk experienced a substantial increase in service tickets — more than double the previous year, reflecting both growing reliance on shared services and improved visibility into available support channels. ETS continues to refine its processes, tools, and staffing to meet this demand and strengthen the delivery of statewide IT services.

3.5 Build a Modern IT Workforce

This strategic pillar focuses on strengthening the State of Hawai‘i’s IT talent pipeline by modernizing HR processes, recruitment, and job classifications to attract and retain high-caliber professionals. Through targeted training, upskilling, and clear career pathways, ETS will equip employees with the skills needed to support evolving technologies and service models. Long-term workforce planning will ensure the State is prepared for future demands, including the continued shift toward SaaS, managed services, and emerging technologies.



3.5.1 Digital Government Summit

The 2025 Hawai‘i Digital Government Summit, organized in partnership with Government Technology Magazine, was held on September 30, 2025, which is a collaborative forum to share information technology best practices, to hear about emerging technology trends, and to reflect on our future challenges.

Attendees connected with peers from the government and industry sectors to share ideas, best practices, and technology trends.

Governor Josh Green, M.D. welcomed the attendees followed by CIO Christine Sakuda, keynote speaker Mary Kelly, PhD, a former Commander of the US Navy on A Global Perspective on Team Development and Leadership.

Working sessions’ topics included Building the Foundation for Responsible AI moderated by the Chief Data Officer, Rebecca Cai; Continuity During Crisis: Strengthening Emergency Response moderated by the Chief Information Security Officer, Vince Hoang; Bits and Bytes - Inside the Capitol: What Hawai‘i Lawmakers Know, and Need to Know, about Tech; Better Together: State and Local Collaboration Through Shared Services; Future-Proofing the Public Sector Workforce; and GovTech Radar for 2025: A Look at the Future of Govtech.

This professional development and learning event drew more than 300 participants from all levels of government in Hawai‘i.

3.5.2 Hawai‘i Annual Code Challenge (HACC)



Teams ready to give their presentations at the 2025 HACC

Nine technology-focused teams comprised of high school students, college students, and young professionals took home $18,000 in awards during the Tenth Annual Hawai‘i Annual Code Challenge (HACC) on November 22, 2025 at the University of Hawai‘i, West O‘ahu.

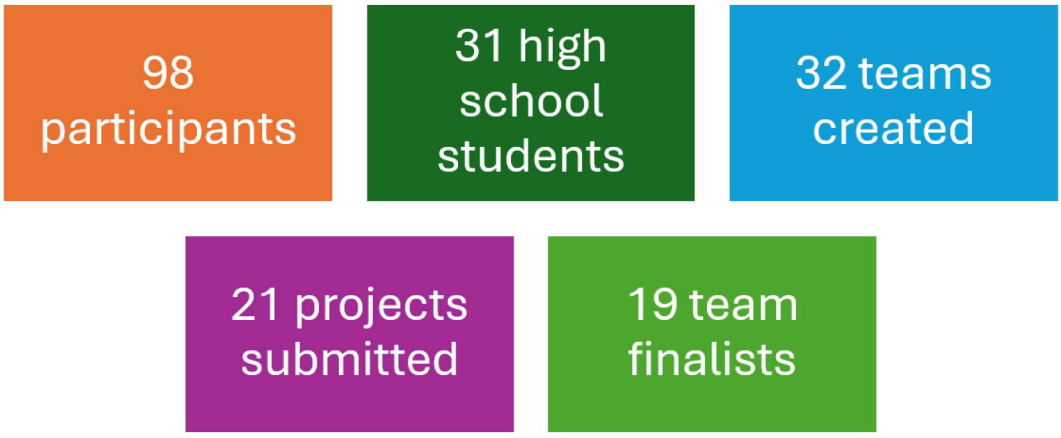
The HACC is an annual educational event that solicits challenges from the State departments and community groups and asks student, amateur and professional coders to develop technology applications to help solve specific problems. This year’s challenges ranged from improving the State’s IV&V reporting system, using AI for Human Resource needs, to creating a tool that helps students identify education paths to their ideal jobs.

About 120 people including friends, family and supporters watched as 19 finalist teams presented their solutions to four different challenges before a panel of judges. Prizes were $3,000 for first place, $2,000 for second place, and $1,000 for third place in three categories (high/middle school, college and professional). Table 4 in the appendix shows the first, second, and third place winners for each category.

The HACC was created to encourage engagement between Hawai‘i residents and the local technology community to modernize State functions and services for a more effective, efficient, and open government.

Another objective of the hackathon is to strengthen the pipeline of the IT workforce and expand the tech industry in our state.

By the Numbers:



Challenges:

- DHRD – AI Agent Screening of Potential Applicants
- ETS - Standardized IT Project Review Web Application
- UH - HR Navigator
- UH - UH Pathfinder AI

The HACC would not be possible without the financial and in-kind support from the University of Hawai‘i and local and national technology businesses and educational and non-profit partners.



Lieutenant Governor Sylivia Luke (center) with CISO Vince Hoang (left) and CIO Christine Sakuda (right) at the 10th annual HACC

Sponsors:

Microsoft, Google for Government, Amazon Web Services (AWS), Salesforce, eWorld Enterprise Solutions, Hawaiian Electric, IBM, Oracle, Hawai‘i Data Collaborative, and SHI Public Sector.

Partners:

IMAG Foundation, the Hawai‘i Department of Education Computer Science Team, UH Mānoa Information & Computer Sciences, Hawai‘i Pacific University, Hawai‘i Tech Days, Education Pathway National Center, TORCH and the Chamber of Commerce Hawai‘i.

3.5.3 Into the Breach: Cybersecurity Capture the Flag Challenge



Individuals ready for the 2025 Cybersecurity Capture the Flag Challenge

The Governor proclaimed October as Cybersecurity Awareness Month. To close out cybersecurity month, cyber defenders from across Hawai‘i gathered on October 28, 2025, for a hands-on, high-energy workshop that put participants’ skills to the test.

Using Microsoft 365 Defender and Microsoft Sentinel, teams took on the role of security analysts responding to simulated cyber incidents, including a ransomware attack, a network access breach, and a data leak.

The gamified event gave participants a chance to strengthen their technical skills, collaborate with peers, and apply real-world cybersecurity strategies in a safe, simulated environment.

“Events like Into the Breach give our IT and security professionals the chance to practice real-world defense in a collaborative and engaging way,” said Vince Hoang, State Chief Information Security Officer.

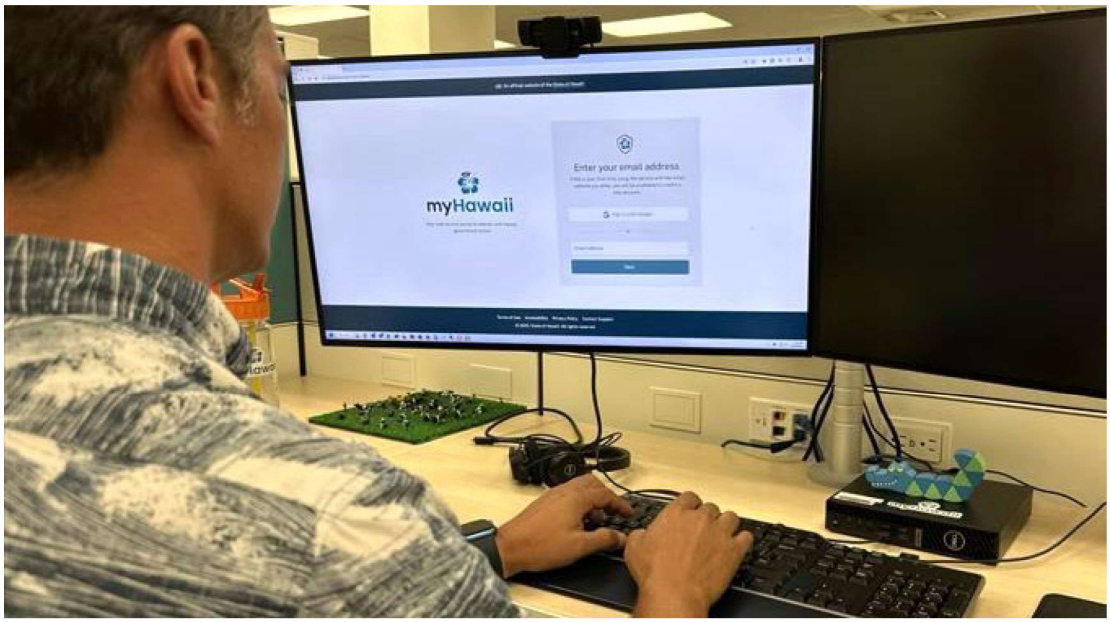
“Building these skills is critical as we continue to strengthen Hawai‘i’s cybersecurity readiness across all departments.”

Throughout the day, participants sharpened their technical and analytical skills while earning points for successful incident resolutions in this capture the flag style competition. The event combined education and friendly competition to create a dynamic learning atmosphere that reinforced best practices in threat detection, response coordination, and use of automated security tools.

3.6 Enhance Cybersecurity Protection

This strategic pillar focuses on expanding the statewide cybersecurity strategy to protect the State's IT infrastructure and constituent data through adoption of cybersecurity industry best practices across the State's IT systems. Target outcomes include safeguarding the State and constituent information, reducing vulnerability to external threats, immediate system-wide threat response, security efficiency through use of AI/Machine Learning, and minimizing the storage of sensitive data.

3.6.1 Citizen Identity



The State of Hawai‘i is advancing its digital transformation efforts through the modernization of its citizen identity services that allow residents to access multiple government online services using a single account. A part of this modernization initiative, currently being referred to as the Citizen Identity solution, aims to streamline interactions between citizens and the State agencies by offering a unified login experience that is both convenient and secure. By eliminating the need for multiple accounts and passwords, the Citizen Identity solution significantly simplifies access to essential government services.

A key goal of the project is to enhance security for both users and government systems. The platform will integrate advanced features like multifactor authentication and real-time fraud detection to protect sensitive information and ensure only legitimate access. Future plans to implement identity verification processes will provide critical benefits for services requiting a high level of identity proofing, reducing the risk of fraud, identity theft, and unauthorized access to citizen and the State systems and data. This initiative also fosters operational efficiency by consolidating identity management processes across agencies, reducing redundancies.

The Citizen Identity solution service represents the State's commitment to innovation and excellence in public service delivery. By creating a secure, efficient, and accessible digital identity solution, the State enhances its ability to serve its citizens while safeguarding public resources and fostering trust.

myHawai'i represents our commitment to building a citizen-first digital experience. It's more than a login—it's the first step toward a personalized and secure government experience for every Hawai'i resident.

In 2023, ETS, in collaboration with the State's portal vendor, Tyler Hawai'i, successfully developed a prototype integrating one eHawaii.gov application with the identity management platform managed by ETS at the time. This milestone demonstrated the potential for modernizing and unifying identity management across State services.

In 2024, ETS transitioned to a more advanced and robust identity management platform to better meet the evolving needs of the State. Development efforts were rechanneled to align with the new system, reflecting ETS's commitment to providing a secure and scalable solution. ETS continued its partnership with Tyler Hawai'i to migrate more than 80 eHawaii.gov agency portals to the upgraded platform.

For a listing of the applications to be integrated with Citizen Identity login services, please refer to Table 1 in the appendix.

By the Numbers

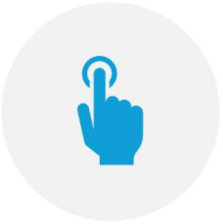
Since the launch of myHawai'i on April 6, 2025, there were:



1,852,048 TOTAL USERS MIGRATED



28,199 NEW USERS



96 APPLICATIONS INTEGRATED

3.6.2 Cybersecurity Month

In October, Governor Josh Green, M.D. proclaimed Cybersecurity Awareness Month in Hawai'i, in recognition of the State's important role in identifying cyber threats, protecting our citizens from any attacks and responding quickly when threats occur.

The proclamation supports the State's continuing work on several cybersecurity initiatives such as promoting educational opportunities like CyberStart America and developing a skilled cyber workforce by working within lower- and higher-education communities.

Cybersecurity Awareness Month in Hawai'i coincides with the national observance recognized by the U.S. Department of Homeland Security, the Multi-State Information Sharing and Analysis Center, and

industry partners, which collectively encourage all citizens to learn about cybersecurity to put that knowledge into practice in their homes, schools, workplaces and businesses.



ETS held a series of briefings in October for all executive branch employees to support the State's cybersecurity defense. Topics included cybersecurity basics such as safe digital habits for daily use, the importance of strong passwords, and strategies for secure password management to help guard against unauthorized access.

ETS also covered identifying threat actors, safeguarding yourself and your family, and finding valuable local resources for cybersecurity support. Another meeting addressed essential strategies for data protection, online and physical security, and phishing awareness.

ETS continues working to enhance the cybersecurity of critical infrastructure and improve coordination between the counties, the State and federal government.

3.6.3 Hawai‘i Public Sector Cybersecurity Summit

The inaugural Hawai‘i Public Sector Cybersecurity Summit, held on December 3, 2025 at the Hawai‘i Prince Hotel, brought together more than 150 State and county leaders, educators, and industry partners for a full day focused on strengthening cybersecurity across the islands.

With technology touching every corner of public service, the summit emphasized the urgent need to safeguard sensitive information, enhance defenses, and stay ahead of evolving threats, including the rapid rise of AI-driven attacks.



ETS Executive Team members (from left to right), IT Governance Officer Todd Omura, CIO Christine Sakuda, and CISO Vince Hoang leading the inaugural Public Sector Cybersecurity Summit.

The event featured panels on adversary tactics, nation-state threats, foundational cyber hygiene, statewide investments, and resources from partners such as CISA and MS-ISAC. Demonstrations by ethical hacker Mishall Khan highlighted how attacks unfold and how defenders can respond.

The Cybersecurity Summit was the final in a series of three successful and well-attended summits held in Hawai‘i.



DATA AND AI SUMMIT (MAY 14): 100

HAWAII DIGITAL GOVERNMENT SUMMIT (SEP30): 280

CYBERSECURITY SUMMIT (DEC. 3): 127

The Summit also marked a major milestone for Hawai‘i’s cybersecurity community, reinforcing the State’s commitment to leading in cybersecurity innovation and resilience for all who depend on public services.

3.6.4 Elections

The Department of Homeland Security designates election systems as critical infrastructure. To support this mandate, ETS delivers comprehensive cybersecurity monitoring, network management, and virtual server services to ensure secure statewide elections.

ETS provides computing resources, communication network infrastructure, and multiple layers of cybersecurity protection for the State Office of Elections' digital assets. Importantly, the systems and processes used to collect and count votes are never connected to the Internet, ensuring that election results remain accurate and secure.

In 2025, the ongoing partnership included supporting essential infrastructure upgrades to minimize interruptions during the preparation months leading up to the Primary and General Elections.

3.7 Optimize the Responsible Use of Data and AI

This strategic pillar focuses on maximizing the value of data by designing, implementing and governing the State systems for data stewardship, sharing, and public use, and implementing and governing AI using. Target outcomes include making the State data more valuable for economic and public purposes; improving transparency and accessibility by ensuring that appropriate state-stored/ managed data is available to the public and to other State departments, agencies, and users; and increasing awareness so that all stakeholders know what data is accessible and why certain data should not be accessible.

3.7.1 Data &AI Mission, Vision, and Strategy

The vision, mission, and strategy are intended to drive trust, transparency, citizen satisfaction, and innovation by improving security, quality, accessibility, and accountability regarding data and AI. The strategy is published online at https://data.hawaii.gov/#dataStrategy and will be reviewed annually going forward. This is updated in 2025 with approval from the State Data Task Force.

3.7.2 Data & AI Policies, Standards, and Guidelines

Beyond the foundational vision, mission, and strategy for data and AI, statewide policies, standards, and guidelines are necessary to consistently manage, govern, and use data and AI technologies.

In 2025, ETS in collaboration with the Data Taskforce updated the Data Quality Standards. In addition, the Data Classification Standards were published, and the Data Catalog Standards, the Data Privacy Standards, the Data Retention Standards, the Open Data Standards, and the GenAI Assistance Technology Standards were approved by the Data Task Force in December of 2024. These documents are all published on data.hawaii.gov for statewide access.

Future policy efforts will continue to align with federal requirements, with yearly review and update if needed for the existing policies and standards.

3.7.3 Data & AI Governance

One of the first steps toward breaking down data silos within the State and promoting data sharing is to establish a shared understanding of who owns what data and what access controls need to be in place to ensure data protection and compliance. These goals are accomplished through a data and AI governance framework, an effort which includes identifying what data each department has, who is the business owner of each data set, what access controls are required, and what the quality of the data is, and how to responsibly use AI to improve efficiency and service.

In 2025, an updated statewide data and AI governance framework was created with approval from the State Data Task Force, and a data and AI governance working group was established with a designated data lead from each department. In addition, ETS created tools to collect and track knowledge sharing topics and departmental data/AI use cases. A statewide SharePoint site was established to facilitate collaboration and documentation.

Current information related to this effort is available at https://data.hawaii.gov/#governance .

3.7.4 Data & AI Statewide Platforms

Another step toward breaking down data silos within the State and across departments is to implement a data sharing platform. In 2024, ETS began to collaborate with departments on this concept. This shared data platform would not replace any departmental data systems; instead, it would provide capabilities to secure and govern data, enable data owners to appropriately manage data access, ensure that all data follow the same standards and can easily be merged, and provide AI/ML capabilities for simulations and decision support.

In 2025, ETS received funding approval for this effort, so ETS conducted competitive assessments of Master Data Management, Data Governance, and Lakehouse platforms; completed proofs of concept; piloted tools; and started procurement planning. This statewide architecture design was communicated with departments and the State Data Task Force.

3.7.5 Data & AI Literacy Training

Because data and AI are embedded in the daily activities of all State workers, it is critical that all staff understand how to handle data and AI properly. This includes topics like data privacy, data quality, and how to evaluate whether data and AI are trustworthy. To support staff education, a data literacy framework was developed in 2024, encompassing nine (9) different topics.

In 2025, ETS added AI literacy training. First, ETS collaborated with DHRD to create vendor offered AI trainings to employees through DHRD's Learning Management System (LMS) offered training channels. Second, ETS expanded staff development efforts by offering AI literacy training to the State employees on data.hawaii.gov, helping them use AI tools effectively and safely. Lastly, ETS created business focused AI training including evolution of data and AI, AI risks and mitigation methods, the different categories of AI, and what kinds of business use cases are applicable to each category. ETS provided this business focused AI overview training to departmental leads and Data and AI Governance Working Group members which include data and AI leads from all departments. ETS plans to offer this business focused AI training to a greater audience within each department with the support from each department's data and AI lead in 2026.

3.7.6 Data & AI to Improve Efficiency and Inter-Operability

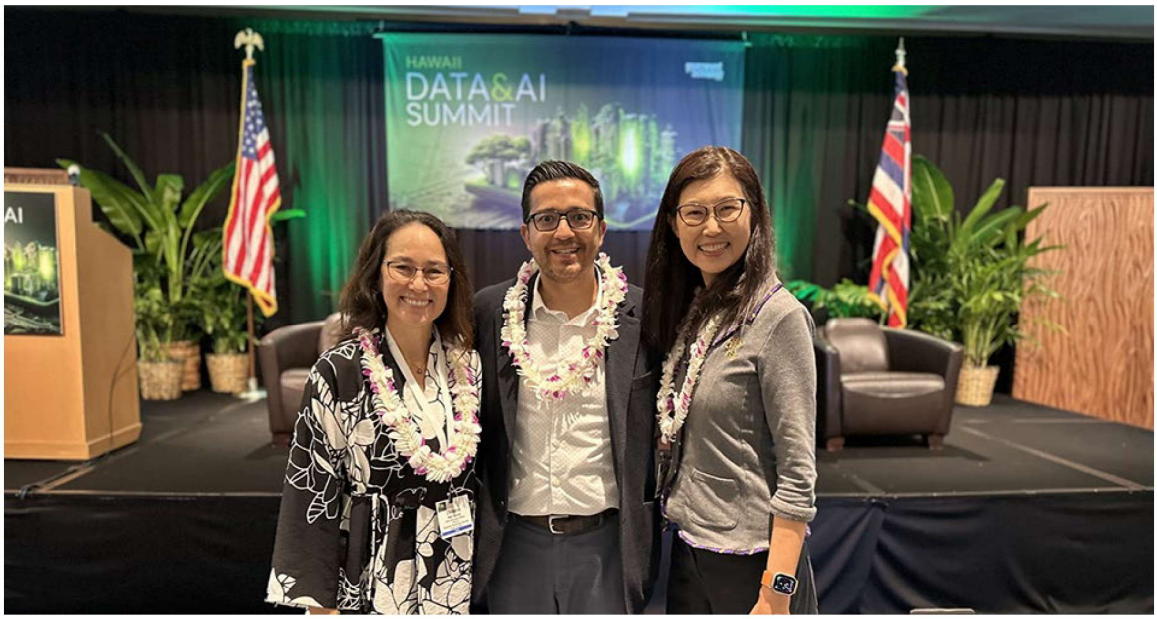
Following the 2023 wildfires on Maui, conversations began to take place regarding how data can be leveraged to better support disaster preparedness. Data availability, timeliness, and quality are all critical to disaster preparedness, and challenges related to how to securely share data and maintain compliance need to be addressed as well.

In 2025, ETS supported data sharing discussions with the Office of Recovery and Resilience, the Office of Wellness and Resilience, and HI-EMA regarding what data to bring together for disaster readiness. A proof of concept to support disaster readiness through data and AI was successfully conducted in 2025.

In 2025, departments look for ways to improve efficiency using AI. ETS conducted several AI pilots supporting different business needs to improve efficiency, improve customer service, and promote data sharing.

3.7.7 Data & AI Summit

In May of 2025, Hawai‘i hosted the second State Data & AI Summit in the nation. This summit brought together over 200 data-focused public sector professionals with leading industry partners to connect on innovative approaches to managing, governing, and using data empowered by AI to complex decision-making. Summit attendees had the opportunity to learn about leading trends, share success stories and lessons learned, participate in cross-departmental discussions, and help position the State better utilize data and AI to make decisions and serve constituents.



ETS Executive Team members Christine Sakuda, CIO (left), and Rebecca Cai, CDO (right) with Hawai‘i Data & AI Summit 2025 keynote speaker Patrick Tedjamulia (middle).

Building on this success, the third Data and AI Summit will be held in 2026. Additional information about the 2025 State Data and AI Summit can be found at https://events.govtech.com/Hawaii-Data-Summit.

3.7.8 Open Data Initiatives

In 2025, ETS conducted a comprehensive analysis of departmental open data portals and their alignment with the statewide portal (data.hawaii.gov), performed cross-state benchmarking to identify best practices, and carried out gap analyses on update frequency, accessibility, and quality. ETS is exploring the development of a forward-looking strategy for open data publishing, governance, and sustainability. ETS plans in 2026 to explore ways to enhance the statewide open data ecosystem with funding approval. This includes expanding the publication of high-value datasets, improving searchability of information from State open data sets, and exploring ways to automate data set update.

4. AWARDS AND RECOGNITION

In 2025, ETS and other executive branch departments were recognized both locally and nationally for their IT projects to improve the State services.

4.1 National Technology Recognitions

This strategic priority focuses on improving the statewide IT service lifecycle management, managing IT architecture in each department, improving IT vendor delivery, and defining better architecture and technology standards.

4.1.1 Government Experience Awards

The State of Hawai‘i has been honored by the Center for Digital Government (CDG) as an overall winner in the 2025 Government Experience Awards. CDG is a national research and advisory institute focused on technology policy and best practices in state and local government.



Comptroller Keith A. Regan (far right) and ETS team members with the 2025 Government Experience Award.

This year, the winning jurisdictions in the CDG Government Experience Awards focused on making government more accessible through technology — and that work is not limited to websites and apps. Notably, all the winning jurisdictions are employing artificial intelligence with caution and inquisition, ensuring that they are adopting it for the right reason: to help people.

The program highlights states, cities, counties and agencies that are setting the standard for people-first services, using technology creatively to build trust with residents. Winners were celebrated at the GovX Summit on September 25, 2025, a virtual event highlighting innovation in public service.

4.2 Employee Service and Incentive Awards

ETS staffers were recognized during the Department of Accounting and General Services 2024 Incentive and Services Awards Ceremony at Washington Place for their efforts to improve the State government.

4.2.1 DAGS Manager of the Year Award: Bryce Fujii, ETS



Deputy Comptroller, Meoh-Leng Silliman (left) and Comptroller, Keith Regan (right) standing with Bryce Fujii, DAGS Manager of the Year (middle)

The Department of General and Accounting Services (DAGS) recognized winners of the DAGS Service awards, which honors individuals who exemplify the highest caliber of public service and dedication in serving the people of Hawai‘i.

This year, the DAGS Manager of the year was awarded to ETS’ very own Bryce Fujii, TSSB Branch Manager for the Office of Enterprise Technology Services (ETS).

5. LOOKING AHEAD TO 2026

As the State of Hawai‘i moves into 2026, the Office of Enterprise Technology Services (ETS) will continue to focus on disciplined execution of the State IT Strategic Plan, with particular emphasis on advancing recommendations from the approved IT Consolidation Plan as a foundational enabler of modernization, resiliency, and fiscal sustainability. Building on progress made under Acts 179 (SLH 2022) and 173 (SLH 2024), 2026 represents a pivotal year in transitioning from planning and pilots to scaled implementation of consolidated services and enterprise capabilities.

In 2026, ETS will deepen collaboration with executive branch departments to operationalize consolidated IT services that deliver measurable improvements in efficiency, security, and service quality. This includes continued refinement and adoption of a statewide service taxonomy and service catalog to clearly define enterprise services, roles, cost drivers, and performance expectations. These efforts will enable greater transparency in IT service delivery while supporting consistent, repeatable processes across departments.

Infrastructure consolidation will remain a major priority. Following foundational work in 2025, ETS will accelerate migrations to modern cloud-based platforms, reducing reliance on aging on-island hardware and improving statewide resiliency. The transition of the Government Private Cloud to a hybrid cloud model will advance into full production migrations, enabling departments to benefit from scalable, secure, and compliant hosting environments. These efforts directly support disaster recovery readiness, cybersecurity resilience, and long-term cost containment.

IT Consolidation in 2026 will also focus on strengthening enterprise governance and management capabilities. ETS plans to pilot and expand the use of integrated IT governance, portfolio management, and service management tools to provide shared visibility into statewide IT investments, system health, and risk. Enhanced governance will improve decision-making, support prioritization of critical initiatives, and ensure alignment between departmental needs and statewide strategic objectives.

Workforce modernization remains integral to consolidation efforts. As infrastructure and foundational services are centralized and modernized, ETS will continue to shift staff capacity away from legacy system maintenance toward higher-value activities such as cybersecurity operations, cloud governance, automation, data management, and customer-focused service delivery. These changes will help the State build a more adaptable and future-ready IT workforce without proportionally increasing headcount.

Looking ahead, ETS will also evaluate new funding opportunities to support the next phase of IT Consolidation, including modernization of critical systems, expansion of shared cybersecurity services, and continued enhancement of citizen-facing digital services. These investments are expected to yield long-term operational savings, improved service reliability, and stronger protections for the State and constituent data.

6. APPENDICIES

The IT Consolidation Report and the State IT Strategic Plan are available online at https://ets.hawaii.gov/reports/.

Table 1: Applications To Be Integrated with Citizen Identity Login Services

HIC - App - Lala (eHawaii.gov User Management System) HIC - App - Notification Center
CCHNL - Office of the City Clerk - Legislative Document Access
AG - HCJDC - Covered Offender Registry
AG - HCJDC - Bulk Covered Offender Registry
AG - HCJDC - Sex Offender Information Management System
AG - HCJDC - eCrim
DLIR - HIOSH - Inspection and Permitting System
Kauai - Finance - Real Property Tax Payments
DAGS - OIP - StateCalendar System
DLIR - R&S - Green LMI
DOH - DCAB - Placard Application and Registry
DOH - TBB - Tuberculosis Control Program DOH - TBB - Televisit
DOH - WWB - Wastewater IWS Filing
HIC - App - Gamify
HIC - App - RSS Alerts
AG - HCJDC - HIJIS Federated Query System
DBEDT - CID - Open and Accessible Film Permit
DBEDT - FTZ9 - Invoicing & Payment System
DCCA - OCP - Mortgage Foreclosure Dispute Resolution (MFDR)
DCCA - OCP - Public Sale Notice
DCCA - REB - AOAO Condominium Association Registrations
DLNR - APO - Civil Resource Violations System (CRVS)
DLNR - DAR - Freshwater Game Fishing License
DLNR - DOFAW - Commercial Vessel Permits
DLNR - DOFAW - Hunt Lottery Drawing System DLNR - DOFAW - Hunt Lottery Registration / Hunt Application System DLNR - Hunter Ed - Online Course Registration System
DLNR - DOFAW - Hunting Licenses
DLNR - DOFAW - Na Ala Hele Trail & Access System
DLNR - Land Div - Wiki Permits
DBEDT - Aloha Stadium Online Store DOE - Commerce Platform
Judiciary - General - Mobile App
Judiciary - General - eBench Warrants (eBW)
Judiciary - VIPS - Volunteer in Public Services

AG - CRD - Notary Application
AG - Tax & Charities - Charity Registration Retrieval System
AG - Tax & Charities - Charity Registry
AG - Tax & Charities - Solicitor Registration
AG - Tax & Charities - Special Invoice Payment System HIC - App - Invoice System
B&F - ERS - Self-Service Benefits Portal
B&F - Unclaimed Property - Unclaimed Property Search
DAGS - SPO - HANDS - Hawai‘i Awards & Notices Data System
DAGS - SPO - Hawai‘i Compliance Express (HCE)
DAGS - SPO - HIePRO (eProcurement System)
DBEDT - BDSD - Enterprise Zone Forms
DOH - OMCCR - Medical Cannabis Registry
DOH - OHSM - Vital Records Ordering and Tracking System
DPS - NED - Controlled Substance Registration System
LG - General - Name Change
Appointment Service (Notary, Road Test, etc.)
DBEDT - CID - Tax Credit Hub
DLNR - DOFAW - Trails Day Use Permits DLNR - DSP - Statewide Camping Reservation System Hawai‘i - Parks & Recreation - Big Island Camping Permits
DOE - McKinley Community School for Adults (MCSA) Online Payments
DOE - Waipahu Community School for Adults (WCSA) Registration and Payment System
DOH - DCAB - Facility Access Plan Submission and Review System
ETS - App - eRecording
HIC - App - Payment Platform AG Collections Payments (Payment Platform) DLIR - HIOSH Payments (Payment Platform) DLNR - BOC - BOC Payment Platform Hawai‘i - Liquor Control - Gross Liquor Sales Percentage Fee Kauai - Liquor Control - Gross Sales Payments (Payment Platform) DLNR - DOFAW - Tree Seedlings
Location Service (Comm Vess)
DCCA - BREG - Agent Search
DCCA - BREG - Annual Business Filings
DCCA - BREG - Business Entity List Builder
DCCA - BREG - Document Search and Ordering
DCCA - BREG - Hawai‘i Business Express (HBE)
B&F - EUTF - Payment Processing
CCHNL - HPD - eBW Web Service Hawai‘i - HCPD - eBW Web Service Kauai - KPD - eBW Web Service
CCHNL - Office of the City Clerk - Online Ballot Request System
DBEDT - CID - Standard Film Permit (NOT LIVE YET)

DBEDT - Energy - Solar Water Heater Variance
DLIR - HMOAB - Online Certification
DLNR - DSP - Special Use Permitting System (SUPS)
DOH - ADAD - Clean and Sober Homes Registry
Hawai‘i - Liquor Control - Licensing & Permitting Application
Hawai‘i - Parks & Recreation - Mauna Kea Group Application
Hawai‘i - VRL - Road Test Scheduler
HIC - App - Kala Payment Module (Stored payments)
IIIC - App - Subscriber Agreement Form
HIC - App - Access Hawai‘i Committee Document Repository System
Kauai - Liquor Control - Licensing and Permitting
Maui - Liquor Control - Licensing and Permitting
DAGS - Surplus - Public Auction
DOT - Airports - HNL Surplus Auction

Table 2: Cases of Paper Used for Legacy Print Services

Month	2020	2021	2022	2023	2024	2025
January	105	102	84	63	62	55
February	75	136	54	48	50	43
March	88	147	68	55	50	44
April	205	119	56	57	27	44
May	133	99	58	40	69	42
June	104	105	68	49	48	51
July	173	105	63	55	60	45
August	94	85	58	64	67	42
September	128	145	56	51	36	46
October	108	16	52	53	51	52
November	120	69	69	57	37	32
December	119	66	81	53	56	

Table 3: IT Portfolio Governance Metrics

Objectives	Key IT Portfolio governance metric	7/23/2020	10/22/2020	10/28/2021	11/1/2024	12/2/2025
Engage IT Coordinators	# of applications inventoried (also track per department)	498	497	520	742	834
	% of applications roadmapped (also track per department)	59.0%	87.0%	86.9%	94.6%	95.9%
	# of planned or active projects inventoried (also track per department)	784 *	274	299	630	444
	% of projects roadmapped (also track per department)	15.9% *	25.1%	55.5%	80.8%	98%
	% of active LeanIX users logged in during the past 3 months	39.5%	34.0%	48.2%	50.0%	49.8%
Manage IT project costs & cost overruns	% of active LeanIX projects with Total Cost values	92.8% *	83.5%	64.9%	94.2%	97.5%
Manage IT project schedule	% of active projects with at projected completion established	NA	NA	50.3%	72.3%	80.9%
Provide public transparency into IT projects	% of active IT projects (& project stage) visible to the public	NA	100.0%	100.0%	100.0%	100.0%
Advance cloud-computing	% of active applications with hosting data entered	NA	NA	81.3%	94.3%	97.7%
	# of cloud (IaaS, PaaS, SaaS) applications	39	72	99	360	377
	% of cloud applications (IaaS, PaaS, SaaS) from those with hosting data entered	NA	22.0%	23.4%	46.1%	51.8%

Table 4: HACC Results 2025

Results	Challenge(s)	Team Name	Captain	Affiliation	Advisor
Middle/High School					
1	ETS - Project Review App	MHS	Danica Ibanez	Mililani High School	
2	UH - Pathfinder AI	CottonBytes	Khaen Dumbrique	Waipahu High School	
3	UH - HR Navigator	Kimchi Bowl Noodles	Jared-Jomar Utleg	Waipahu High School	
College					
1	ETS - Project Review App	OPEN TO WORK	Junle Yan	UH Manoa	N/A
2	UH - Pathfinder AI	Nintendo DS	Samantha Limon	UH Manoa	N/A
3	DHRD - AI Screener	3 Lil Minions	Lionel Derrick Roxas	UH Manoa	N/A
Professional					
1	UH - Pathfinder AI	Interstellar	Malisa Lo	N/A	N/A
2	DHRD - AI Screener	DarkMode	Micah Tilton	N/A	N/A
3	UH - Pathfinder AI	Logimoca	Sadie Flick	N/A	N/A